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File

Approved For Release 2005/08/02 : CIA-RDP84-00022R000200150051-1

ONE personnel and training - 16 September 1953

MEMORANDUM [to whom?]

SUBJECT: ONE Training Policies

1. We have no formal statement of policies. In our small office we know pretty much who people are, what they do, how well they do it, what they used to do, what they hope to do, and we have some idea of their potential.

2. If we have a philosophy about training, it is that we believe a man learns best to do what he ought by doing it. Less can be learned about writing estimates outside ONE than can be learned in ONE. We expect an intelligence officer to learn many things before he becomes an estimator; we do not consider it ONE business to teach him these things, or to sponsor his apprenticeship elsewhere while he is learning them. Thus, we may well insist that a man be a competent student of history and international relations before coming on the Estimates Staff. How to apply his knowledge he will learn in ONE.

3. Subsidiary activities outside ONE in which our personnel engage; and which have some training aspect are:

- a. Trips abroad;
- b. Rotation by transfer or loan to other offices; and,
- c. Attendance at top Defense schools.

4. The extent to which people in our three main components are affected by trips, rotation, and Defense schools varies widely:

a. Board Members:

- (1) Usually a member of the Board is the senior man of a two-man team sent abroad for two months at a time. Purpose of trip is to get firsthand a feel for developments and trends in the area. In three years we have had three such trips; a fourth is scheduled to begin in October.
- (2) Board members are not rotated in regular manner. They rotate in and out by reason of age and preference. Our Panel of Consultants is useful to identify prospective Board members.

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from AD/NE chrono file

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See also ONE subject  
file on "Organization"

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b. Estimates Staff:

- (1) A Staff man, usually from the General Group will accompany Board member on trip to foreign area. We have also furnished man for special mission with Congressional party.
- (2) Rotation from ONE to another activity in CIA takes form of loan or transfer to: (a) move out individual not particularly suited to our work; (b) strengthen an office on which we rely for contributions to our estimates; (c) permit individual to have needed tour of duty abroad; and, (d) provide change for individual who has been working on estimates continuously for a number of years.

<u>From</u>	<u>To</u>	<u>Loan</u>	<u>Transfer</u>
ONE	DD/I	2	5
ONE	DD/P	1	3
ONE	<span style="border: 1px solid black; display: inline-block; width: 60px; height: 15px;"></span>	2	0

- (3) Rotation from another office to ONE is rigorously controlled. To qualify a candidate must:
  - (a) Be qualified to fill a vacancy for which ONE is actively recruiting; or,
  - (b) Be identified as a trainee requiring essential training which only ONE can provide.

<u>From</u>	<u>To</u>	<u>Loan</u>	<u>Transfer</u>
DD/I	ONE	1	1
DD/P	ONE	1	1

- (4) Our policy for sending people to the top Defense schools is simple: Send your best men no matter how it hurts.

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<u>School</u>	<u>No. Attended</u>
NWC	3
Naval War College	1
Air War College	1

- (5) In sending people to [ ] we have sent the individual who best could profit in terms of his needs and the contribution he might be expected to make on his return. This might mean sending a man who had no previous background in the area on the theory that he could more quickly close the gap between what he knew and what he ought to know by going to Beirut.

<u>School</u>	<u>No. Attended</u>
[ ]	3

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2. Support Staff:

It has been our view that typists, clerks, stenographers, secretaries, ought to come to ONE already trained to do a fair job of work. Information control, librarian-type, proof-readers, and research assistants can pretty much learn their jobs from others doing similar work who have been on the job for some time.

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Personnel Breakdown

- I. Board
- II. Estimates Staff
  - General Group
  - Specialists Group
- III. Support Staff
  - Research Assistance
  - Services
  - Secretarial



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[total on -  
duty or  
authorized.]

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